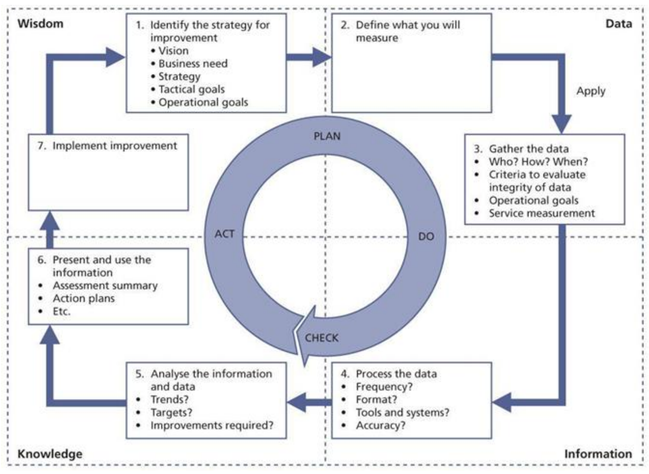
4.1 Common IT Service Lifecycle Processes

SMM 4.1.6 – Continual Service Improvement (CSI)

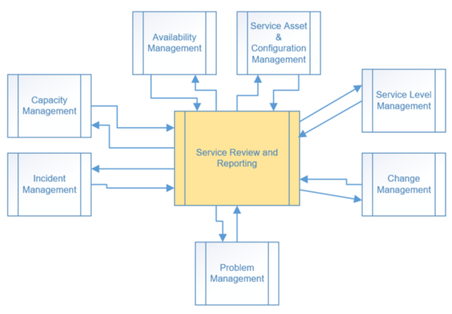
CSI outlines required processes and activities to manage improvements to services and service assets and align these with changing business needs. Service provider performance is continually measured, and improvements are made to services, capabilities, and resources to increase efficiency and effectiveness while managing costs. CSI objectives are: 1) Review, analyze, and recommend improvement opportunities in each lifecycle phase; 2) Review and analyze service level achievement results; 3) Identify and implement activities to improve the efficiency and effectiveness of IT Service quality; 4) Improve the cost effectiveness of delivering IT Services without sacrificing customer satisfaction; 5) Ensure that applicable Quality Management methods are used to support continual improvement activities; 6) Understand what to measure, why it is being measured, and what the successful outcome should be. CSI follows ITIL best practices by establishing key processes: 1) 7-Step Improvement Process; 2) Service Review and Reporting; 3) Process Evaluation and Currency; 4) Service Measurement; 5) Improvement Planning; 6) Technical Innovation. Following business values are expected: 1) Lead to a gradual and continual improvement in service quality, where justified; 2) Ensure that IT Services remain continuously aligned to business requirements; 3) Result in improvements in cost effectiveness through a reduction in costs and /or the capability to handle more work at the same cost; 4) Use monitoring and reporting to identify opportunities for improvement in all lifecycle phases and in all processes. The PDCA cycle provides the building blocks for steady, ongoing improvement, which is a fundamental tenet of CSI.



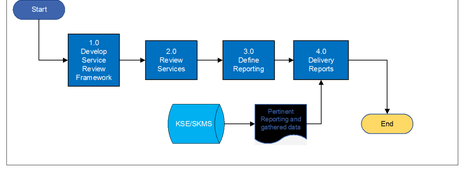
SMM 4.1.6.1 – Service Review and Reporting

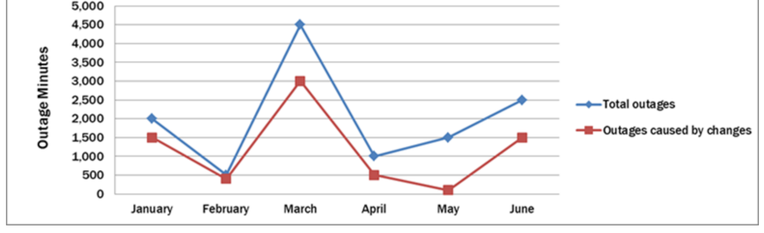
Continues from the service measurement methods on data identification, definition, and collection (steps 1,2,3 of the seven-step improvement process) to reviewing and reporting on the data (steps 4,5,6 of the seven-step improvement process). Having the right guidelines and asking the right questions can help organizations in creating the right framework to support the organizations service review and reporting needs. Key questions to ask when creating a service review and reporting framework: 1) Who is the target audience of the report? 2) What will the report be used for? 3) Who is responsible for creating the report? 4) How will the report be created? 5) How frequently is the report to be created? 6) What information will be produced, shared, or exchanged? 7) What are the critical metrics? 8) What is our vision, strategy, and goals? 9) Know their purpose and the details required. Service review and reporting is not an end product, but a catalyst for the incremental continual service improvement process. Scalable and dynamic data must be produced for a service review and reporting framework to be successful. Scope is to deliver clear, unambiguous, relevant, and timely reports from the collected data measuring the effectiveness and efficiency of IT services to the specific recipients. CSI will work to ensure the quality of service required is being provided and that an incremental approach to CSI by continuing to improve the reviews and reports being used is integrated.

Service Review and Reporting Interfaces Diagram



Service Review and Reporting Process

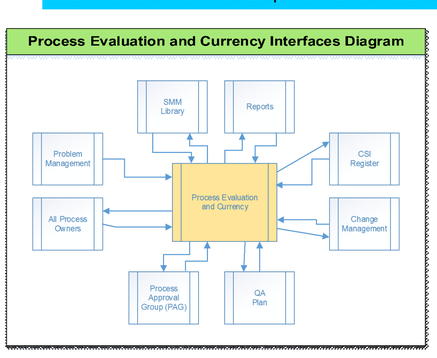




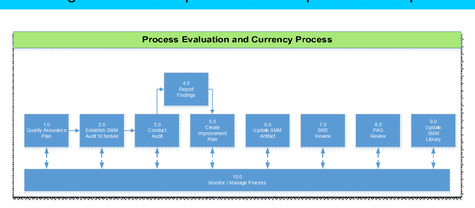
SMM 4.1.6.2 – Process Evaluation Currency

Purpose and business objectives are to establish the review process, and provide guidance and directions for proper maintenance of SMM documentation. MSI will manage a process of Process Evaluation and Currency to keep processes compliant, efficient, and to manage risk. All processes will have established and documented performance measures including baseline and performance expectations to provide identification of future Continual Service Improvement (CSI) efforts while measuring their effectiveness and efficiencies.

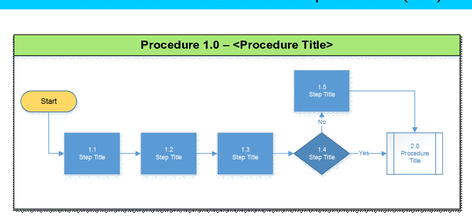
Process Evaluation and Currency Interfaces Diagram



Process Evaluation and Currency Process



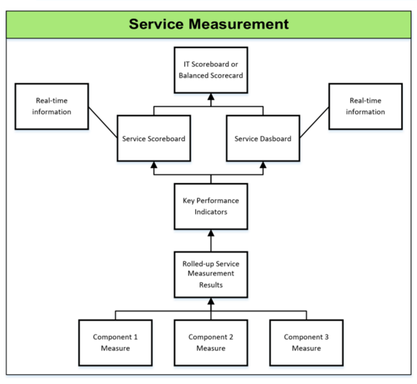
Procedure 1.0 – <Procedure Title>

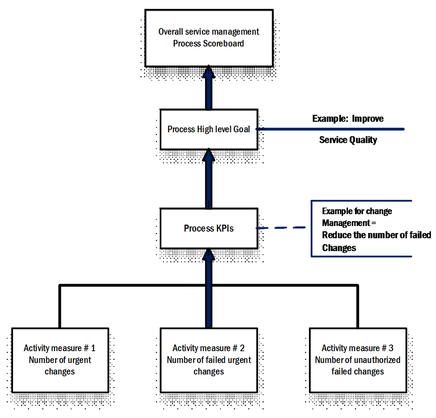


SMM 4.1.6.3 – Service Measurement

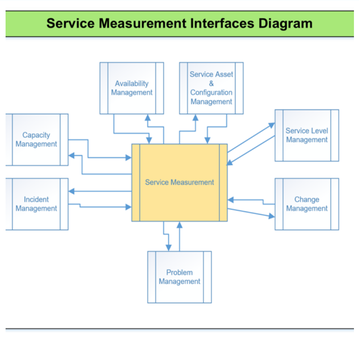
Service Measurement is a clear indicator that an organization is thinking beyond just the physical infrastructure when it comes to delivery of IT Services, as IT services are now expected to perform at the physical, service, and systems levels. These expectations are requiring organizations to consider three elements when it comes to measuring services: 1) Availability of the service; 2) Reliability of the service; 3) Performance of the service. Service Measurement will incorporate audits, surveys, service review meetings, Continual Service Improvements Register (CSIR) inputs, and other tools through Continual Service Improvements (CSI) to collect the measurable and necessary data per the measurement framework grid to identify areas of service delivery improvement. These potential areas of improvements, after analyzing the cost and impact, will be reported and fed into a balanced or IT scorecard and prioritized based on business value/justification for incremental operations improvement or into a more formal CSI initiative. To help define and identify the business processes that are most critical to the delivery of value to the business and its customers, Service Measurement, as a defined process in the Continual Service Improvement lifecycle, will utilize the seven-step improvement process (SMM Document # 4.1.6.4) in its measurement process.

Service Measurement

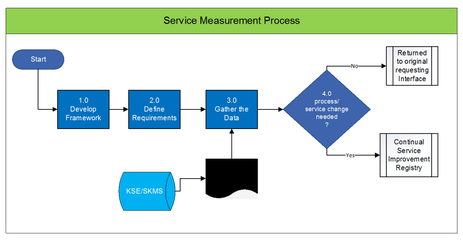




Service Measurement Interfaces Diagram



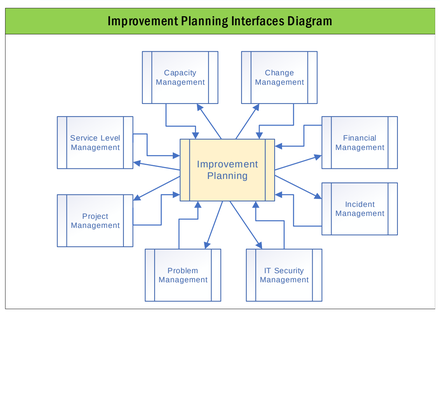
Service Measurement Process



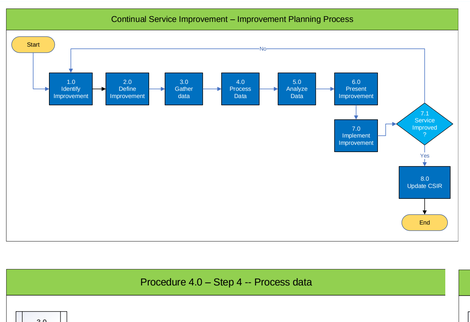
SMM 4.1.6.4 – Improvement Planning

Business objective is utilization of the Seven-Step Improvement Process (SSIP) ensuring continual service improvement (CSI) across the service lifecycle. The SSIP defines and manages the steps needed to identify, define, gather, process, analyze, present, and implement improvements. It is important to note that not every improvement opportunity that is processed through the SSIP will be implemented. A business case is required to ensure any costs associated with implementing an opportunity are justified. The SSIP includes analysis of the performance and capabilities of services, processes throughout the lifecycle partners, and technology. It includes the continual alignment of the portfolio of Information Technology (IT) services with the current and future business needs as well as the maturity of the enabling IT processes for each service. It also includes making best use of the technology that the organization has and looks to exploit new technology as it becomes available where there is a business case for doing so. Also, within the scope are the organizational structure, the capabilities of the personnel, and asking whether people are working in appropriate functions and rolls and if they have the required skills. Scope includes the processes, systems and functions to CSI.

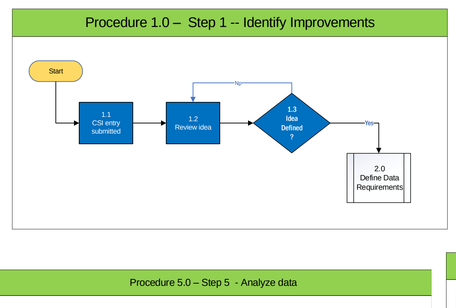
Improvement Planning Interfaces Diagram



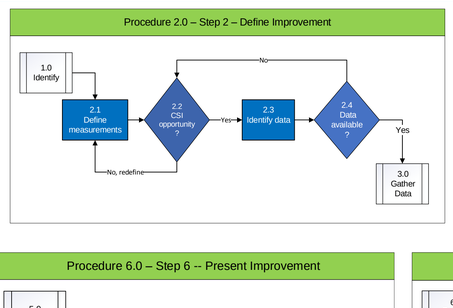
Continual Service Improvement – Improvement Planning Process



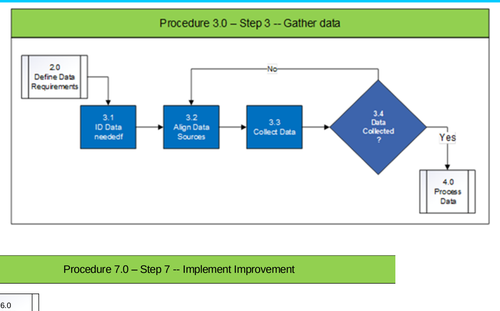
Procedure 1.0 – Step 1 -- Identify Improvements



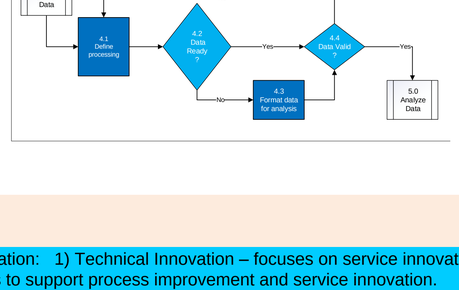
Procedure 2.0 – Step 2 – Define Improvement



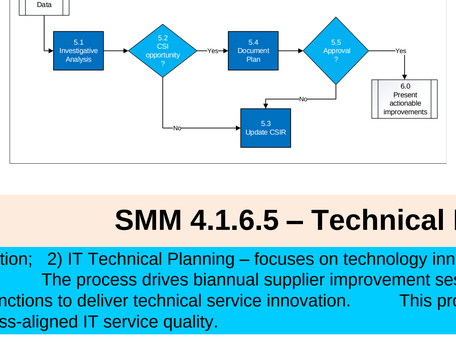
Procedure 3.0 – Step 3 -- Gather data



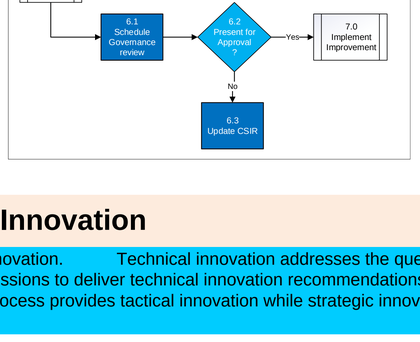
Procedure 4.0 – Step 4 -- Process data



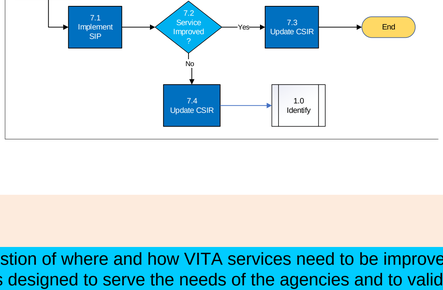
Procedure 5.0 – Step 5 - Analyze data



Procedure 6.0 – Step 6 -- Present Improvement



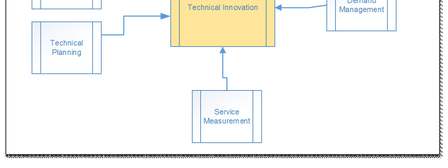
Procedure 7.0 – Step 7 -- Implement Improvement



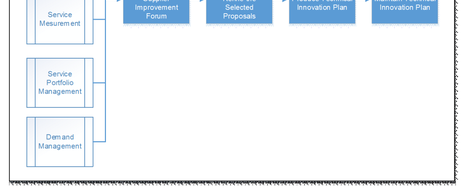
SMM 4.1.6.5 – Technical Innovation

There are 2 separate processes that deal with innovation: 1) Technical Innovation – focuses on service innovation; 2) IT Technical Planning – focuses on technology innovation. Technical innovation addresses the question of where and how VITA services need to be improved or added, and supports VITA in leading a culture of collaboration among Suppliers to support process improvement and service innovation. The process drives biannual supplier improvement sessions to deliver technical innovation recommendations designed to serve the needs of the agencies and to validate and coordinate the recommendations of the Service Tower Suppliers (STSs). Scope includes the processes, systems, and functions to deliver technical service innovation. This process provides tactical innovation while strategic innovation is provided by the VITA Innovation Program (VIP), which focuses on the next generation of IT. SAIC will conduct technical innovation across the services and towers to improve Business-aligned IT service quality.

Technical Innovation Interfaces Diagram



Technical Innovation Process



Procedure 1.0 – Hold Service Supplier Improvement Forum

Procedure 2.0 - Refine the Selected Proposals

Procedure 3.0 - Produce Technical Innovation Plan

Procedure 4.0 - Maintain Technical Innovation Plan